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Conclusions of the High-level Committee on Management at its twenty-ninth session

(UNESCO headquarters, Paris, 19 and 20 March 2015)

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I. Introduction

1. The High-level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB) held its twenty-ninth session at the headquarters of the United Nations Educational, Scientific and Cultural Organization (UNESCO) in Paris, on 19 and 20 March 2015. The meeting was chaired by the Director General of UNESCO, Irina Bokova. The Vice-Chair was the Deputy Executive Director of the Joint United Nations Programme on HIV/AIDS, Jan Beagle.

2. In her opening remarks, the Chair recalled that 2015 marked the seventieth anniversaries of the founding of both UNESCO and the United Nations. It would also be a turning point for the international community, requiring the organizations of the United Nations system to adapt to provide efficient and coordinated support to Member States in the transition to the post-2015 development agenda. She stressed that the United Nations system must rise to meet high expectations and continue to advance efforts to ensure that it was more fit for purpose.

3. She highlighted the relevance of the Committee's mandate to promote and coordinate system-wide management reforms to shape a more innovative, agile and results-oriented United Nations system. Noting the significance of issues such as governance and the evolution of institutional structures, she urged the Committee to consider bold changes across its mandate and not to shy away from crucial areas such as institutional alignment with the post-2015 development agenda and the provision of financial resources throughout the system to align promise with performance.

4. Guided by the overarching principles of transparency, accountability, cost-effectiveness and results orientation, the Committee's strategic plan for the period 2013-2016 provided a clear road map for the Committee with a focus on the redesign of operational and management functions. She underscored the need to work hand in hand with the United Nations Development Group (UNDG) to ensure coherence from the global level to the country level.

5. She expressed thanks to the Director General of the World Intellectual Property Organization (WIPO), Francis Gurry, for having chaired the Committee for the past two years.

II. Adoption of the agenda

6. The agenda as adopted by the Committee is reflected in the table of contents.

7. The complete list of participants is provided in annex I.

8. The checklist of documents is provided in annex II. All documents relating to the session are available from www.unsceb.org/content/hlcm/march-2015.

III. Review of the implementation of the High-level Committee on Management strategic plan 2013-2016 and follow-up to the post-2015 "Fit-for-purpose" discussion of the United Nations System Chief Executives Board for Coordination

9. The Committee began an internal assessment of its own fitness for purpose early in 2013, with a process of reflection and analysis that culminated in the development of its strategic plan for the period 2013-2016. When the strategic plan was approved, the Committee agreed to review and adjust it as necessary in the course of the reference period to reflect emerging management priorities and intergovernmental mandates.

10. At its twenty-eighth session, the Committee discussed its contribution to the CEB post-2015 "Fit-for-purpose" strategy, which was then finalized and submitted to the Board, together with the summary of the Chairs of the joint session of the High-level Committee on Management and the High-level Committee on Programmes, held on 9 October 2014. The strategic plan, with its five strategic priorities, provided a strong basis for the Committee's contribution to that discussion. Following the discussions, the Committee now had an opportunity to review the strategic directions set out in the strategic plan.

11. Introducing the agenda item, the Chair noted that a significant body of work had been completed over the past two years and that the strategic plan was an important tool for system-wide action in the area of operations, ensuring coherence and harmonization at all levels. Its aim was to align operational issues with programmatic needs, given that effective programming required efficient operational support.

12. She said that the Committee should build on the progress already made and accelerate and scale up the successful initiatives undertaken to date. In doing so, the United Nations system needed to be innovative in identifying and scaling up new business solutions, recognizing that it had the ability and responsibility to change the roadblocks most cited as preventing responsiveness.

13. She drew attention to the three areas in which the Committee could make a strategic difference, as identified in the Committee's "Fit-for-purpose" paper. Those areas were people and skills — the international civil service of the future; designing new business models; and strengthening the collective accountability of the United Nations system. Those areas of work were key components of making the United Nations system fit for the new environment.

14. In the ensuing discussion, there was consensus that considerable progress had been achieved towards the objectives set out in the strategic plan. The Committee also agreed on the need to accelerate work, with the aim of completing the key areas of work in the strategic plan by October 2015 in order to ensure that the results would inform the next report of the Secretary-General to the Economic and Social Council on the implementation of the quadrennial comprehensive policy review of operational activities for development of the United Nations system and the related intergovernmental discussions.

15. The Chair of the UNDG Assistant Secretary-General Group provided a briefing on the decision to conduct the evaluation of the pilot projects on implementing the business operations strategy in May 2015 and on a business

operations strategy retreat to be held in July 2015. The Committee noted the good work of its networks and recommended that they should participate in those processes and play a greater role in the harmonization of business operations at the global level, ensuring that the remaining bottlenecks hampering collaboration in the area of business operations were removed. The networks were requested to prioritize, in close cooperation with UNDG, the removal of any such bottlenecks in 2015, while also remaining informed about the priorities identified by the High-level Committee on Programmes, given that they could have an impact on the future work of the Committee. Several members noted the need to better align UNDG and the Committee and to improve the structure and practices of the two groups, including through results-focused joint meetings or joint task forces.

16. The Committee agreed that the focus should be on completing, with urgency, the work set out in the strategic plan. A clear monitoring matrix should be created so that progress, and areas in which progress was lacking, could be clearly identified. In that respect, it was reiterated that the Committee should not be held back by the lowest common denominator, but should keep pushing for innovative solutions.

17. Members also noted the importance of expanding the leading role of the United Nations system in environmental performance, including by developing multi-stakeholder and multisectoral approaches; increasing focus on headquarters collaboration in procurement, in particular in New York, Copenhagen and Nairobi; drawing on experiences from Geneva and Rome; and strengthening communication, in particular of results.

18. The Committee reaffirmed that, to achieve continued and sustainable progress in the work on harmonized and coordinated operations, there was a strong need for leadership by senior management and recognition of the work performed by their staff in the networks, given that staff members were carrying out their inter-agency duties in addition to their normal work.

19. **The High-level Committee on Management:**

(a) Noted with appreciation the progress made with regard to the objectives set out in the Committee's strategic plan for the period 2013-2016;

(b) Recognized the value of the work undertaken to redesign modern operational and management models to deliver savings, to provide higher-quality services and to promote a culture of working together;

(c) Committed itself to accelerating and scaling up the implementation of the strategic plan, in line with the directions provided by CEB to meet the common ambition of the members of the Board to enhance the efficiency and effectiveness of United Nations organizations through the use of more adaptive and agile business models;

(d) Requested the Committee's networks to work with increased urgency, in conjunction with the UNDG Business Operations Working Group and regional or country offices piloting the business operations strategy, to consider solutions for common operational approaches in any critical business processes in the areas of finance, procurement, human resources and travel, highlighting the degree of feasible and desirable harmonization (full, partial or none), and to present proposals to improve the status and remove any impediments to the Committee for discussion at its next session;

(e) Requested the Committee's secretariat to develop a more comprehensive, yet simple, framework to monitor progress towards the goals set out in the strategic plan, with indicators of achievement, presented in an appealing and engaging way;

(f) Also requested the Committee's secretariat to ensure that work on the development of the next strategic plan would begin in a timely manner, that it would focus on innovative solutions while being informed by the experiences and progress relating to the strategic plan for the period 2013-2016 and that it would take into consideration complementarity with the workplans of the other pillars of CEB.

IV. Review of the draft United Nations system programme of work for a data revolution

20. At its second regular session of 2014, CEB discussed the data revolution and called upon the High-level Committee on Management, the High-level Committee on Programmes and UNDG, in a coordinated effort, to develop a coherent programme of work focusing on carrying forward a data revolution. The Board also agreed that a working group of representatives of UNESCO, the World Bank Group, the United Nations Development Programme (UNDP), the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the regional commissions and the Department of Economic and Social Affairs of the Secretariat should carry out the work and present it to the Board at its first regular session of 2015. The working group prepared a draft programme of work based on the report of the Independent Expert Advisory Group on the Data Revolution for Sustainable Development, entitled "A world that counts: mobilising the data revolution for sustainable development".

21. UNICEF introduced the topic by referring to the workplan drafted by the CEB working group and emphasizing two key messages. First, the data revolution, as a concept articulated in the report entitled "A world that counts", highlighted the fundamental global shifts that were already taking place as a result of new technology and the data generated or enabled thereby. The international system faced a huge challenge in adapting to the new reality. Harnessing the data revolution would help the United Nations system to deliver better results at a lower cost. Second, within the broader framework, there were steps that could be taken immediately — termed "quick wins" — such as the four included in the proposed workplan.

22. The Committee noted that some areas needed further discussion, including standards and principles on such issues as protection, privacy rights, governance and human rights. All could benefit from a common United Nations position on public access to data, leveraging technology, provision of support to Governments and funding/financing, among others.

23. Members noted that mechanisms already existed to coordinate action that the United Nations system could take in that area, including the Statistical Commission and the Committee for the Coordination of Statistical Activities. The former, for example, had just concluded its most recent session, with outcomes that also addressed the data revolution.

24. The Committee agreed that the establishment of strategic partnerships with the public and private sectors was necessary if the United Nations system were to play a successful role in the data revolution. It heard a presentation by the Head of Information and Communications Technology of the European Organization for Nuclear Research (CERN), Frederic Hemmer, and the Adviser to the Director General of CERN in charge of relations with international organizations, Maurizio Bona, on areas of possible collaboration with and support to the United Nations system in carrying forward a data revolution.

25. The speakers explained that, because CERN was an intergovernmental scientific research organization, data and their supporting infrastructure played an essential role in its work. Globally, its data centre was the fifth largest in the world and its information and communications technology department was recognized as a centre of excellence. Parts of the CERN information and communications technology systems were custom-built and maintained in-house. Innovation was a cultural norm and openness the mainstay; all experimental data were made available to the public. CERN had continuing collaboration with organizations of the United Nations system, including the Operational Satellite Applications Programme, the World Meteorological Organization and WIPO. Its knowledge, expertise and information and communications technology infrastructure had direct relevance to United Nations priorities as they turned towards the data revolution. That infrastructure was a cost-effective means of supporting the delivery of short-term solutions for time-sensitive initiatives. The organization's expertise could be an asset when addressing big data and related information and communications technology challenges, given that many of them had been addressed innovatively, leading to cost savings.

26. In summary, the Committee noted that the United Nations system would soon have to face challenges in terms of technology, cost and time with regard to its implementation of data revolution initiatives. As a strategic partner, CERN could bring innovation, knowledge, capacity and cost-effectiveness to that effort.

27. In the ensuing discussion, participants voiced agreement with and appreciation for the inspiring presentation by CERN and looked forward to working on defining collaboration. It was acknowledged that the data revolution was a concept whose time had come. Members expressed support for the initiatives and appreciation for the work of the CEB working group. The Committee recognized the complex and multifaceted nature of the subject and that the proposed workplan was but the beginning of the process. To maximize synergies and interoperability, it was necessary to rationalize and sequence projects in the broader digital domain.

28. It was recognized that much information currently remained in silos and that the value attached to data revolution initiatives depended upon linkages. Members requested details on resourcing and costing each initiative and on the linkages between them.

29. It was generally understood that, if pursued, initiative three of the draft programme of work for the data revolution would need to be undertaken in a broader, multi-stakeholder forum. Members noted that it was urgent for the organizations of the United Nations system to seize the opportunity to leverage their sources and position themselves as a central source of data for the world at large. The proposed world forum on sustainable development data could also be a major branding opportunity.

30. The Committee postulated that a digital strategy was one that would break down barriers to information, engage stakeholders in each step of the process and facilitate decision-making. Several members underlined the relevance of the data revolution to both development and humanitarian mandates and that the outside world should contribute to benefit directly from and be ensured access to initiatives led by the United Nations system in that area.

31. The Chair recognized the need for a multi-stakeholder approach and emphasized the importance of data disaggregation for evidence-based support to the implementation of the future sustainable development goals at the country level; promoting an agenda that was both people driven and data driven; and capacity-building in the production and management of data. Without disaggregated data and capacity-building, countries would not be in a position to gather, evaluate, monitor and gain value from data.

32. She called for the United Nations organizations to drive that process for the benefit of sustainable development and peace. Post-2015 sustainable development monitoring and evaluation of performance would be more thematically driven rather than project, programme or organization driven. That in turn would require granular, interoperable and comparable data to be shared with Member States. She emphasized that that was an area, seen essentially as a knowledge-management problem, where United Nations system organizations could act as one and contribute to much-needed change.

33. **The High-level Committee on Management:**

(a) **Expressed thanks to the lead agencies for having prepared the draft programme of work for the data revolution (CEB/2015/HLCM-HLCP/1), expressed support for the four initiatives contained therein and suggested further elaboration of the initiatives on the basis of the input received from individual agencies and the CEB pillars, with a particular focus on timelines, responsibilities and resourcing for each initiative;**

(b) **Requested Committee members to nominate a focal point or focal points for each organization to participate in the work and through which specific requests would be channelled;**

(c) **Noted the importance of integrating the call for a data revolution with a more comprehensive digital strategy for the United Nations system;**

(d) **Expressed thanks to CERN for its informative presentation and welcomed its willingness to collaborate with the United Nations system through the relevant inter-agency mechanisms.**

V. International Civil Service Commission review of the United Nations system compensation package: assessment of the proposals on the table and strategic guidance for their finalization — path towards implementation of the mandatory age of separation at age 65 for current staff

34. The Vice-Chair opened the discussion on the review by the International Civil Service Commission (ICSC) of the United Nations system compensation package by

highlighting the linkages between the review and the organizational change objectives set out in the strategic plan for the period 2013-2016.

35. The Co-Chair of the Human Resources Network provided an update on the progress of the ICSC review, noting that it was in its final phase. A final meeting of the working group with representatives of agencies, staff associations and ICSC was to be held in May 2015 to discuss transitional measures, the financial scenarios and the overall impact of the new package. The new compensation package was expected to be presented to the General Assembly in 2015 for its consideration and a decision. She noted that some key elements of the proposed package were likely to be finalized during the eightieth session of ICSC, after which the implications for human resources operations and the financial impact would become clearer.

36. She underlined the importance of having appropriate measures in the new package to underpin mobility initiatives currently being implemented in many organizations and to support service in hardship duty stations. She also highlighted that devising adequate solutions to support single parents was essential in a highly mobile work environment and stressed the need to focus on transition management and communication.

37. The Vice-Chair of ICSC provided the Committee with an update on the review from the point of view of the Commission. He said that he was confident that the few outstanding elements in the review that needed to be addressed would be solved before the eighty-first session of the Commission, to be held in Vienna. ICSC was giving due consideration to the issues of acquired rights of staff members and to transitional measures, about which several organizations had raised concerns. It would begin the review of the compensation package for General Service staff and National Professional Officers after finalizing the current review for Professional staff later in the year.

38. Several participants expressed concern in the light of the progress report, recalling that the original intention had been that the ICSC review should result in a modernized and simplified compensation package that supported strategic organizational change. They highlighted that it was important for the new package not to pose obstacles to the introduction of managed or voluntary mobility schemes in organizations and the need to provide adequate incentives for people to serve in the most difficult duty stations. A number of participants, while expressing appreciation for the value of consistent management of core entitlements, reiterated the need for flexible instruments in recruitment, retention and relocation cases that could not be adequately handled within the existing frameworks. Members also discussed the possible need for United Nations system organizations to take coordinated action on elements that were not part of the final package. The Committee requested the Human Resources Network to stress those points with ICSC as the review continued.

39. The Committee noted the potential repercussions that the forthcoming change in the mandatory age of separation to 65 years for existing staff might have on institutional initiatives to achieve gender equality and geographic distribution. The CEB secretariat was requested to gather data on the gender and geographic composition of the population that would be subject to extension to inform the Committee's future deliberations on the subject.

40. Citing the impact on budgetary predictability and workforce and succession planning, several speakers suggested that there was a need to implement a new mandatory age of separation in line with the respective budget cycles of organizations. Many members also highlighted that changes in the mandatory age of separation would in many cases be subject to approval by the relevant governing bodies, which would need to be consulted with regard to possible implementation dates and modalities, as stipulated in the respective staff rules and regulations.

41. **The High-level Committee on Management:**

(a) Took note of the progress report on the review by ICSC of the United Nations compensation package and expressed appreciation for the work performed by the Human Resources Network;

(b) Reaffirmed its full support for and commitment to a compensation system that supported the organizational change agenda set out in the strategic plan for the period 2013-2016 and was informed by the principles outlined in the statement by the Board on the ICSC review, in particular with regard to attracting and retaining talent and strengthening the international expatriate workforce of the United Nations system;

(c) Confirmed its support for a compensation system that encouraged mobility of staff in difficult duty stations and supported diversity in the workforce;

(d) Emphasized the importance of simplifying business processes in the implementation of the forthcoming new compensation package;

(e) Reiterated the importance of including a flexible element in the redesigned package to allow organizations to use their discretion in dealing with exceptional situations where it was difficult to attract and retain competent staff;

(f) Took note of the need for adequate transitional measures towards a new compensation package and an appropriate communication strategy that would involve all stakeholders;

(g) Requested the ICSC secretariat to coordinate with the CEB secretariat to ensure that all organizations were systematically consulted and that their diverse operational needs were duly and fully reflected in the proposal that would be developed regarding the implementation date of the mandatory age of separation at age 65;

(h) Requested the CEB secretariat to review the possible implications of implementing the mandatory age of separation at age 65 on organizations' gender balance and the diversity of their workforce;

(i) Requested the Human Resources Network, as the primary interlocutor with staff, to consider the proposal by the Federation of International Civil Servants' Association (FICSA) on cost sharing of its elected officials at its session to be held in July 2015. Subsequent to the review by the Human Resources Network, the Finance and Budget Network should analyse the proposal from the financial perspective. Both would then submit their views for discussion by the Committee at its session to be held in October 2015;

(j) Requested the Human Resources Network to gather data from each member organization on resourcing and funding of staff associations and to present its findings to the Committee.

VI. Review and adoption of a system-wide road map for United Nations climate neutrality by 2020 and of the related goals towards enhancing the environmental sustainability of United Nations operations

42. In 2007, CEB endorsed the United Nations climate neutrality strategy, which asked United Nations organizations to measure, reduce and ultimately offset greenhouse gas emissions from United Nations facilities and operations.

43. In its strategic plan for the period 2013-2016, the Committee decided that, in considering innovative business models, it would seek to achieve measurable progress to enhance the environmental sustainability of United Nations operations. To do so, it committed itself to developing and implementing environmental sustainability management systems in each organization at a variable speed depending on the readiness of its individual members. The Committee requested the United Nations Environment Programme (UNEP) to continue to coordinate and provide technical support and to report to the Committee on collective achievements and forward planning on behalf of the Environment Management Group.

44. In 2014, the Environment Management Group and UNEP gathered resources in order to be able to provide at least part of the needed support to United Nations organizations in implementing those decisions. A partnership with the Swedish Environmental Protection Agency will allow Committee members to benefit from expertise, capacity-building and tailored assistance for the implementation of environment management systems. The Group and UNEP also obtained funding from the Trust Fund for the Harmonization of Business Practices in the United Nations System for measuring and enhancing the resource efficiency of United Nations facilities and operations.

45. On the occasion of the Climate Summit held in September 2014, the Secretary-General wrote to all Board members and United Nations funds and programmes, stating that he expected the United Nations system to reach full compliance with the climate neutrality strategy and to become effectively climate neutral by 2020 at the latest. He explicitly tasked UNEP and the secretariat of the United Nations Framework Convention on Climate Change with providing support to agencies in meeting the climate neutrality objectives.

46. The Committee reviewed, with a view to its adoption, the system-wide road map for United Nations climate neutrality by 2020 and the related goals towards enhancing the environmental sustainability of United Nations operations.

47. In introducing the item, the Chair underlined that the Board had endorsed climate neutrality in 2007 and, although there had been significant progress, the pace of change towards achieving that goal needed to increase. She reiterated the importance of partnerships and affirmed that the entire United Nations system needed to stand behind the Secretary-General in emphasizing the objective of climate neutrality and to lead by example.

48. UNEP, as Chair of the Environment Management Group, presented the background and highlights of the action plan, which prescribed ways to attain climate neutrality by 2020. Given that there was no single solution, the plan provided for approaches to measure and report on progress, including the identification of baselines and targets (a component of the plan funded by the Committee's project on the harmonization of business practices), the identification of best practices for financing sustainable measures, the allocation of responsibilities to Group partners and budgetary assessment.

49. As an example of what could be done, and had been done, the Food and Agriculture Organization of the United Nations presented its experience, which focused primarily on its facilities but also included a culture change among its staff, which had had an even greater impact on the environment. The importance of culture change was reiterated by several other organizations during the discussion.

50. In the ensuing discussion, participants provided numerous examples of what their organizations had achieved in the past few years in moving towards climate neutrality. Among the initiatives mentioned were improvements of facilities in conjunction with renovations, reductions in travel, use of public-private partnerships, use of solar power, reduced reliance on printing, reductions in emissions from ships and tracking of emissions. The consensus was that, on the basis of those examples, the United Nations system would certainly be able to reach climate neutrality by 2020, or even earlier, and that all the initiatives had a positive effect on the overall efficiency of operations.

51. Carbon offsets were mentioned as a tool that could be used to attain the goal of climate neutrality. It was generally felt, however, that the current low carbon-offset prices represented an "easy way" to reach climate neutrality; instead, organizations would need to focus on reducing their actual footprint in order to attain the goal.

52. The Committee reiterated its commitment to being closely engaged in the process and agreed to continue to be the body to which the Environment Management Group would report on its monitoring of progress. In that context, the action plan was endorsed unanimously.

53. **The High-level Management Committee:**

(a) In line with the United Nations climate neutrality strategy endorsed in 2007 and the strategic plan for sustainability management in the United Nations system that was endorsed in 2013:

(i) Committed itself to reaching climate neutrality by 2020 through a combination of emission-reduction initiatives and purchase of offsets;

(ii) Adopted a United Nations road map towards climate neutrality by 2020;

(b) Recognized that, while carbon offsets were an important tool, focus should be placed on reducing the actual carbon footprint of the United Nations system;

(c) Agreed, to achieve those system-wide goals, to integrate the objective of "improved environmental sustainability of United Nations operations" into the respective programming of facilities and operations, including designing organization-specific action plans.

VII. Enterprise resource planning interoperability study

54. Opening the discussion on the enterprise resource planning interoperability study, the Chair indicated that the study was nearing its conclusion and referred the Committee to the briefing note (CEB/2015/HLCM/5). Noting that the topic was complex and multifaceted, she offered several observations, beginning with a reference to the discussion currently under way to modify the United Nations system compensation package. She pointed out that any changes to the package would almost inevitably entail modifications to the information systems that supported compensation processing for all United Nations organizations. In other words, should the compensation package change, so too would the supporting enterprise resource planning systems, offering an opportunity for agencies to explore enterprise resource planning-related transformations within payroll applications, including optimizing existing systems in a collaborative fashion.

55. The representative of the International Telecommunication Union, as lead agency for the study, introduced the topic. He said that, since the launch of the study in late 2014, the consulting company had conducted many consultations, visited field locations and run a well-attended workshop in order to fully understand the issues and challenges surrounding the topic. During those consultations, the company had arrived at a definition of interoperability as being "two or more agencies interacting at the organizational, information, process or technological level with the goal of efficiency and/or effectiveness". It was important for the Committee to understand that the reference point for the recommendations and business case prepared by the consultants would be based on the cluster of organizations participating in the study and would not necessarily reflect the entire United Nations system.

56. He pointed to the initial observations of the company referred to in the briefing note, noting that many of them revolved around a change in how organizations approached administrative processing. While technology could be an enabler of change, a genuine transformation of administrative services required leadership, enablement and enforcement to truly reap the benefits, not only in terms of the efficiency, but also of the effectiveness of United Nations programmes. He pointed to one of the key preliminary findings: because enterprise resource plans were not designed to be interoperable, to render them interoperable merely for the sake of doing so would only add a layer of additional cost, making savings more difficult. Efficiency was attained by combining the operations of many agencies on a significant scale, thus overcoming the natural barriers of individually implemented enterprise resource planning.

57. Several examples from the private sector were used to illustrate the ways in which those organizations were moving towards transformation. In one example, a large European health technology company had recently consolidated 60 enterprise resource planning systems into one without seeking to make the 60 systems interoperable. In another example, one of the world's largest shipping companies had recently expressed regret that it had not implemented an enterprise resource planning system to manage its more than 90,000 employees, preferring to purchase the administrative activities as a commodity service.

58. The Committee was informed that the enterprise resource planning subgroup of the Information and Communications Technology Network would meet in April

2015 to share experiences and the results of the study would be an important topic of discussion.

59. The representative of UNDP, as a member of the steering committee for the enterprise resource planning study, suggested that a useful way to view the study would be to consider interoperability in the absence of an information system, i.e., whether agencies could "interoperate" on paper and, if they could, the actual information system would not be an obstacle to interoperability at any level. He expressed the view that, when exploring interoperability, it would be useful to consider four aspects of administrative operations: people, processes, systems and reporting. For example, although the staff of all United Nations organizations shared a common civil service with regard to salary scales and entitlements, United Nations staff members actually worked for individual agencies. That distinction indicated that interoperability for "people" could prove challenging, regardless of the enterprise resource planning system in place. He noted that, while progress had occurred in some areas, such as procurement, in other areas, such as audit, there was little or no inter-agency recognition and therefore interoperability was extremely limited. He noted the need for what he termed a "logic of reciprocity" that would take the United Nations system further than harmonization.

60. He further pointed out that enterprise resource planning systems themselves could, to some extent, support agency administrative interoperability. On a broader level, many United Nations entities used the International Aid Transparency Initiative, which imposed standards for publishing data and which could be extended to provide a more standard reporting environment. He also noted the need for the United Nations system to make progress on interoperability as a transformational change, rather than incrementally, and reiterated the important role that Member States played in supporting that type of change, noting that the Committee offered a key platform for facilitating a move towards a more harmonized environment.

61. He also pointed out that, while enterprise resource planning implementations might have generated significant administrative savings and efficiencies, the United Nations system had reached the point at which further savings could be the result only of administrative transformation.

62. The Chair opened the discussion by noting the importance of establishing that interoperability referred not only to the technical aspects of enterprise resource planning systems, but also to interoperability of people, processes and reporting. During the discussion, members explored the relative differences between collaboration and harmonization; whereas the former might be easier to achieve in the short term, the latter would yield greater benefits to the United Nations system over the longer term. Emphasizing the point, members noted an increase in collaboration across organizations, in particular in the area of procurement; however, the overwhelming sentiment was to strive for a greater degree of harmonization.

63. Members also stressed the importance of linking harmonization efforts to individual organizational and system-wide strategies, depending on the outcome of the study. In particular, it was noted that, with rapid advances in technology, many agencies were likely to update enterprise resource planning implementations in the coming years, which would present organizations with opportunities to review existing enterprise resource planning arrangements and be an opportunity to explore more coherent approaches for administrative processes. As an example, members

noted that harmonization efforts had begun to take root within country teams as a result of the implementation of business operations strategies. Those initiatives, while currently limited in scope, would require support at the headquarters level to become more substantial, and the United Nations system should consider ways to support them.

64. The Committee also emphasized some of the key messages contained in the briefing note. For example, members noted that simply linking enterprise resource planning systems would be likely to have the result of increasing the operational costs of enterprise resource planning. Moreover, the United Nations system was already incurring costs associated with the need to aggregate data in order to support decision-making.

65. As the discussion concluded, members noted that, while organizations differed, depending mainly on their mandates, many similarities existed in their administrative processes. A transformational shift that would build on existing harmonization efforts and move the United Nations system towards a more harmonized approach to administrative processes was therefore possible. Furthermore, a transformation around business processes at the global level could have a far greater impact than those carried out at country level, which ultimately could be only incremental. Members also recognized that any change would incur short-term costs that would vary by agency, although eventual savings throughout the entire system could be significant.

66. **The High-level Committee on Management welcomed the update on the activities of the enterprise resource management interoperability study and took note of the preliminary findings as presented in the briefing note.**

VIII. Review of progress by the High-level Committee on Management strategic group on reconciling the duty of care for United Nations system personnel with the need to "stay and deliver" in high-risk environments

67. The Co-Chair of the strategic group on reconciling the duty of care provided a briefing to the Committee on the progress made, noting that the work of the strategic group had been divided into two phases. In the first, five analytical sub-working groups had been established to analyse five high-risk environments (the Syrian Arab Republic, Haiti, Ebola-affected countries, Afghanistan and Mali/Somalia), with the aim of identifying duty of care issues. In the second, two thematic sub-working groups would be set up to address the issues identified in the first phase and to develop recommendations.

68. The five analytical sub-working groups had begun their data collection. The analysis would include elements such as programme criticality, security risk management, programme budget planning, safety and security of premises and staff awareness and understanding of risks. The sub-working groups had provided the Chair with preliminary findings and would present the results of the data collection and analysis by early April 2015. The final report on the first phase would be provided to the Chair by mid-April.

69. The Committee expressed thanks for the update and emphasized the importance of including locally recruited staff in the scope of the strategic group, in consideration of the fact that local staff were often recruited from regions other than those in which they were stationed, which had implications for their duty of care at the location where they served.

70. **The High-level Committee on Management:**

(a) **Took note of the progress being made by the strategic group and expressed appreciation for its work;**

(b) **Reiterated the organizations' commitment to taking steps to fulfil the duty of care towards all their personnel, in particular when deployed to high-risk environments;**

(c) **Committed itself to continuing to extend support to the strategic group on duty of care.**

IX. United Nations system occupational health and safety framework

71. At its nineteenth session, in February 2010, the Committee considered a paper presented by the Medical Directors on occupational safety and health policy in the United Nations system and decided to request them to submit a fully developed policy proposal. Subsequent to that decision, the Joint Inspection Unit issued a report with recommendations for implementation of system-wide accountability for occupational safety and health.

72. The draft occupational health and safety framework was presented by the Chair of the Medical Directors Working Group, who noted that the objective of the proposed framework was to keep United Nations system staff fit for purpose and ensure that the United Nations system, as an employer, discharged its duty of care to staff. In implementing the framework, organizations would go through six phases, with a suggested completion date for the final phase of December 2018.

73. Members expressed their support for the proposed framework and emphasized the linkages between the current proposed occupational health and safety framework and the security and risk management strategies and tools.

74. Several organizations noted the diversity of work environments among United Nations agencies, which could have an impact on the proposed implementation of the framework. Concern was also expressed regarding the resources required by organizations to implement the framework.

75. **The High-level Management Committee:**

(a) **Expressed appreciation for the work of the Medical Directors Working Group on the subject;**

(b) **Expressed support for the adoption of the United Nations system occupational health and safety framework;**

(c) **Emphasized the importance of the phased implementation of the framework, taking into account the work environment of each organization;**

(d) **Noted that implementation should proceed taking into consideration linkages with security and risk management;**

(e) **Requested the Medical Directors Working Group, during the first two phases of implementation, to gather data and information regarding the costing and resourcing for the subsequent phases.**

X. Other matters

A. Costing of oversight mechanisms

76. **The High-level Management Committee expressed support for the approach proposed by UNFPA to quantify the costs that United Nations organizations incurred to maintain their oversight and accountability structures. It agreed that UNFPA would design a template to capture such costs, for review by the Finance and Budget Network at its session to be held in June 2015. The template would then be converted into a survey that would be conducted by the CEB secretariat. The results of the survey would be jointly analysed by UNFPA and the CEB secretariat and result in a report that should be presented at the next session of the Committee.**

B. New Inter-Agency Security Management Network policies for endorsement by the High-level Committee on Management

77. **The High-level Committee on Management took note of the new safety and security incident recording system and air travel policies. In the absence of any comments by Committee members, it was agreed that the two new policies would be considered adopted upon endorsement of the report of the Committee by the Board at its session to be held in April 2015.**

C. International Public Sector Accounting Standards system-wide progress report for the period July-December 2014

78. **The High-level Committee on Management took note with appreciation of the International Public Sector Accounting Standards system-wide progress report for the period July-December 2014.**

D. Survey on the global service delivery model

79. **The High-level Committee on Management welcomed the stocktaking of United Nations system solutions in the area of service delivery and committed itself to providing to the CEB secretariat any comments and suggestions on the draft template before the launch of the survey, scheduled for 10 April 2015.**

E. Duty of care in Ebola-affected countries: maintaining the capacity of United Nations clinics

80. The Committee had before it a paper on maintaining the capacity of United Nations clinics (CEB/2015/HLCM/8e and Add.1), which was presented as part of a wider discussion regarding the health-care facilities for United Nations personnel and eligible family members. The paper pointed to the need to discuss the issue specifically in the context of health-care facilities for personnel serving in the countries primarily affected by Ebola (Guinea, Liberia and Sierra Leone as well as Mali, where there was a need to maintain a level of preparedness). Given the situation in those countries and the need to provide facilities both for personnel who might become infected with Ebola and for non-Ebola-related treatment and care, it had been necessary to urgently upgrade the existing United Nations clinics in the countries concerned. That had been done with funding provided on an exceptional basis by UNDP, with in-kind contributions by the World Food Programme and support by the United Nations Medical Services Division.

81. Before the outbreak, United Nations clinics in the affected countries did not meet the standards set out in the new terms of reference for United Nations clinics that now apply throughout the system. It is envisaged that, after downsizing, the clinics will not revert to their pre-Ebola levels, but will continue in a status that is compliant with the new terms of reference, which ensure a minimum level of acceptable health care for United Nations staff and eligible dependants.

82. The Committee noted the need to devise an appropriate approach to ensure that the capacity and standards of United Nations clinics were maintained and funding streams managed sustainably, in a more comprehensive manner, in the context of a long-term strategy.

83. It was proposed that the discussion on United Nations health facilities should be carried forward by the Medical Directors and the United Nations country teams, in order to establish a global, cost-effective, long-term and systemic approach. As part of that approach, many underlined that the costs relating to ensuring an adequate duty of care for United Nations system staff should be part of the cost of doing business and, therefore, be built into agreements with Member States. In addition, it was requested that the updated terms of reference for the United Nations clinics should be shared with Committee members to improve the understanding of standards.

84. The United Nations Secretariat noted that United Nations Mission for Ebola Emergency Response funding would continue to be available until the Mission was closed down. It was therefore proposed that, until a long-term strategy was in place, the Ebola Response Multi-Partner Trust Fund might be a possible funding source for the maintenance and upgrading of the United Nations clinics in the affected countries.

85. Moving forward, UNDP agreed to pursue the suggestion of financing the current operation and upgrading of United Nations clinics through the Ebola Response Multi-Partner Trust Fund and to revert to the Committee later in 2015 with a more long-term and sustainable approach to the provision of health clinics for United Nations personnel.

86. **The High-level Committee on Management:**

(a) **Requested UNDP to consult the United Nations Secretariat regarding the possibility of using the Ebola Response Multi-Partner Trust Fund as a source of financing for the maintenance and upgrading of health clinics in Ebola-stricken countries;**

(b) **Requested the Medical Directors Working Group to carry out a systematic mapping exercise of the current United Nations clinics and the related national health facilities and to formulate a more strategic approach to ensure a long-term and comprehensive response to the issue of funding of United Nations clinics. Such a strategy should be based on sound data and information and also address the need to involve Member States in considerations regarding the duty of care for United Nations personnel at the time of programme budgeting.**

F. Dates and venue of the second session of 2015

87. The Committee expressed appreciation to the International Maritime Organization for its offer to host the Committee's second session of 2015 at its headquarters in London. It was agreed that the session would be scheduled for early October and that the CEB secretariat would consult the members on the exact dates.

Annex I

List of participants

Chair: Irina Bokova, Director General, United Nations Educational, Scientific and Cultural Organization

Vice-Chair: Jan Beagle, Deputy Executive Director, Joint United Nations Programme on HIV/AIDS

Secretary: Remo Lalli, Secretary of the Committee

Organization	*Name, title and division*
United Nations	**Christian Saunders** Director, Office of the Under-Secretary-General for Management
	Patrick Carey Director, Office of the Chef de Cabinet, Executive Office of the Secretary-General
	Jillann Farmer Director, Medical Service Division and Chair, Medical Directors Working Group
	Antigoni Axenidou Director, General Legal Division and Representative of the Legal Network
	Shari Klugman Executive Secretary, Advisory Committee on Administrative and Budgetary Questions secretariat
International Labour Organization	**Mohui Jiang** Senior Adviser to the Deputy Director-General
Food and Agriculture Organization of the United Nations	**Denis Aitken** Assistant Director-General a.i., Corporate Services, Human Resources and Finance Department
	Regina Gambino Chief, Procurement Service and Chair, Procurement Network
United Nations Educational, Scientific and Cultural Organization	**Getachew Engida** Deputy Director-General
	Ana Luiza Thompson-Flores Assistant Director-General, Bureau of Strategic Planning
International Civil Aviation Organization	**Fang Liu** Director, Bureau of Administration and Services, newly appointed Secretary-General

Organization	*Name, title and division*
World Health Organization	**Hanne Raatikainen** Management Officer
World Bank Group	**Jeffrey William Culver** Division Manager, Corporate Security
Universal Postal Union	**Pascal Clivaz** Deputy Director-General
International Telecommunication Union	**Anders Norsker** Chief, Information Services and Representative, Information and Communications Technology Network
World Meteorological Organization	**Angiolo Rolli** Director, Resource Management Department
International Maritime Organization	**Jo Espinoza-Ferrey** Director, Administrative Division
World Intellectual Property Organization	**Ambi Sundaram** Assistant Director-General, Administration and Management
International Fund for Agricultural Development	**Lakshmi Menon** Associate Vice-President, Corporate Services Department
United Nations Industrial Development Organization	**Stefano Bologna** Director, Operational Support Service Branch
World Tourism Organization	**José G. Blanch** Director, Administration Division
International Atomic Energy Agency	**Janice Dunn Lee** Deputy Director-General and Head of Management
United Nations Conference on Trade and Development	**Adnan Issa** Chief of Staff a.i.
United Nations Development Programme	**Jens Wandel** Assistant Administrator and Director, Bureau of Management
	Darshak Shah Deputy Assistant Administrator, Deputy Director and Chief Finance Officer, Office of Finance and Administration, and Co-Chair, Finance and Budget Network

Organization	*Name, title and division*
United Nations Environment Programme	**Christophe Bouvier** Director, Office for Operations and Corporate Services
Office of the United Nations High Commissioner for Refugees	**Alexander T. Aleinikoff** Deputy High Commissioner for Refugees
United Nations Relief and Works Agency for Palestine Refugees in the Near East	**Neil Ashcroft** Director of Administrative Support
	Laura Londen Director of Human Resources
United Nations Children's Fund	**Martin Mogwanja** Deputy Executive Director
	Lori Issa United Nations Partnership Specialist
United Nations Population Fund	**Anne-Birgitte Albrectsen** Deputy Executive Director (Management)
	Subhash K. Gupta Director, Division for Management Services
World Food Programme	**Manoj Juneja** Assistant Executive Director and Chief Financial Officer
	Lidia Tutarinova Inter-Agency Coordinator to the Assistant Executive Director
United Nations Office at Vienna/United Nations Office on Drugs and Crime	**Dennis Thatchaichawalit** Director, Division of Management
United Nations Human Settlements Programme	**Jane Nyakairu** Officer-in-Charge, Office of Management
International Trade Centre	**David Curry** Director, Division of Programme Support
Other participants:	
International Organization for Migration	**Laura Thompson** Deputy Director-General
Coordinating Committee for International Staff Unions and Associations of the United Nations System	**Catherine Comte** Chairperson, International Labour Organization Staff Union
Federation of International Civil Servants' Association	**Brett Fitzgerald** General Secretary

Organization	*Name, title and division*
United Nations International Civil Servants Federation	**Ryad Bouhadef** Executive Secretary
European Organization for Nuclear Research	**Maurizio Bona** Adviser to the Director General, in charge of relations with international organizations
	Frédéric Hemmer Head, Information Technology Department
Chief Executives Board secretariat	**Simona Petrova** Director
	Remo Lalli Secretary, High-level Committee on Management
	Ronny Lindstrom Senior Harmonization of Business Practices Programme Coordinator
	Ken Herman Senior Adviser on Information Management and Policy Coordination
	Richard Maciver Information and Communications Technology Specialist and Web Manager
	Cheryl Stafford Programme Officer, High-level Committee on Programmes
	Pieter Kraakman Human Resources Programme Officer
	Silvan Scheiwiller Associate Expert in Inter-Agency Coordination and Special Assistant to the Director

Annex II

Checklist of documents

Item	*Title*	*Summary sheet*	*Document symbol*
	Revised provisional agenda	n.a.	CEB/2015/HLCM/1/Rev.3
	Revised provisional programme of work		CEB/2015/HLCM/1/Add.1
1	High-level Committee on Management strategic plan 2013-2016	Yes	CEB/2013/HLCM/2
	High-level Committee on Management contribution to the Chief Executives Board "Fit for purpose" strategy		CEB/2014/HLCM/10
	Summary of the Chairs on the joint session of the High-level Committee on Management and the High-level Committee on Programmes of 9 October 2014		n.a.
	Highlights of the High-level Committee on Management results against the objectives set in the strategic plan		CEB/2015/HLCM/2
2	A World that Counts: Mobilising the Data Revolution for Sustainable Development: report of the Independent Expert Advisory Group on the Data Revolution (for information)	Yes	n.a.
	Draft United Nations system data revolution internal programme of work		CEB/2015/HLCM-HLCP/1
	United Nations system data revolution: general comments on the programme of work		CEB/2015/HLCM-HLCP/1/Add.1
	Note by CERN on possible collaboration and support to the United Nations system in carrying forward a data revolution		CEB/2015/HLCM/9
3	Note by the Human Resources Network on the progress of the review of the United Nations compensation package	Yes	CEB/2015/HLCM/3
4	Draft United Nations system road map for United Nations climate neutrality by 2020	Yes	CEB/2015/HLCM/4
5	Status report on the enterprise resource planning interoperability study	Yes	CEB/2015/HLCM/5
6	Status report of the duty of care working group	Yes	CEB/2015/HLCM/6
7	United Nations system occupational health and safety framework	Yes	CEB/2015/HLCM/7/Rev.2
	Recommended phased implementation of the draft occupational health and safety framework		CEB/2015/HLCM/7/Add.1/Rev.2

Item	*Title*	*Summary sheet*	*Document symbol*
	Announcement by the Director-General of the International Labour Organization on occupational safety and health in the International Labour Office (for information)		n.a.
	Occupational safety and health in the Office: directive of the International Labour Office (for information)		
	Occupational safety and health in the Office: procedure of the International Labour Office (for information)		
	Occupational health and safety policy in the United Nations system (2010) (for information)		CEB/2010/HLCM/11
	Review of the medical service in the United Nations system: report of the Joint Inspection Unit (for information)		JIU/REP/2011/1
8	(a) Concept note on costing of oversight mechanisms	Yes	CEB/2015/HLCM/8a
	(b) New Inter-Agency Security Management Network policies for High-Level Committee on Management endorsement (for information):		
	• Final report of the Inter-Agency Security Management Network on its twenty-first session	Yes	n.a.
	• Safety and security incident recording system policy		
	• Air travel policy		
	(c) International Public Sector Accounting Standards system-wide progress report for the period July-December 2014 (for information)	Yes	CEB/2015/HLCM/8c
	(d) Survey on the global service delivery model	Yes	CEB/2015/HLCM/INF
	(e) Duty of care in Ebola-affected countries: maintaining the capacity of United Nations clinics	Yes	CEB/2015/HLCM/8e and Add.1
	Note by the Federation of International Civil Servants' Associations on cost sharing for the release of two FICSA officers	n.a.	n.a.

Annex III

Statement by the Federation of International Civil Servants' Associations at the twenty-ninth session of the High-level Committee on Management

Firstly, FICSA would like to congratulate you, Madame Bokova, on having been appointed Chair of this Committee. Based on past exchanges between FICSA and yourself as Director General of UNESCO, we are confident that HLCM is in good hands.

With reference to agenda item 1, entitled "Review of the implementation of the HLCM strategic plan 2013-2016 and follow-up strategy on the CEB post-2015 'Fit for purpose' discussion", FICSA acknowledges the new document CEB/2015/HLCM/2 which summarizes HLCM results thus far achieved with respect to its strategic plan. We also note the decision taken when approving the plan, which was to review and adjust it as necessary during the course of the referenced period. With that in mind, we have carefully studied the plan itself, as found in document CEB/2013/HLCM/2. Although much of the document contains a high-level overview of priorities, FICSA would concur that, in order to contribute to Member States' commitment to enhancing the relevance, effectiveness, efficiency, accountability and credibility of the United Nations system, certain changes would be required which do not necessarily appear in the current strategic plan.

We are pleased to read that the HLCM human resources management agenda has, as one of its goals, "the continued development of the international civil service as an independent, neutral, highly skilled and engaged resource to meet the ever-changing requirements of the international community". However, we would like to know how the independence can be measured, as staff are reporting to us their concerns that the independence of the international civil service is in question due to the fact that many organizations are hiring more political appointees, National Professional Officers and local staff to do work which was previously performed by international civil servants. International staff who devote their lives to the United Nations system are essential to guaranteeing the continuation and independence of the international civil service, while leaders come and go. It would, therefore, be important that the strategic plan ensures that lifelong careers will still exist in the new United Nations system.

We note the Secretary-General's agenda to make the United Nations more accountable, and we join the call for accountability at all levels in all organizations. In fact, many of our members report a lack of accountability in numerous organizations, which negatively affects staff moral and motivation.

In order for organizations to be effective and efficient they need to have effective human resources planning policies in place, and we would like to suggest that this be included as a priority item in the HLCM strategic plan.

Our members have reported to us that most organizations do not have career planning policies nor professional development plans in place. In some organizations, especially those which are still lacking proper ERP systems, they are not aware of what skills their staff possess. Without a culture and policy of skill-based management within an organization, the employer is unable to know the actual potential of each staff member and tends to increase the number of staff by

looking for suitable candidates externally without knowing whether the required skills already exist internally. Part of career advancement is developing new skills which can be beneficial for both the organization and the staff member concerned, and we would like to suggest that transparent and objective-based career development policies be included in the strategic plan.

With regard to performance appraisal systems in the organizations, we are of the view that there is nothing wrong with the current systems in place, if they are used as initially intended. We note that paragraph 15 of the strategic plan reads: "A key expected outcome of this endeavour is a strengthened leadership and managerial culture and organizational environment that recognize good performance, strengthen linkage to career development, and sanction poor performance." While we recognize that a performance appraisal system can be used to sanction poor performance, we are disappointed that no reference has been made to establishing and enhancing dialogue between colleagues, as we are of the view that the most important objective of a performance system should be to ensure a continuous dialogue between supervisor and supervisee.

We fully support the idea that ways of maintaining staff motivation at optimal levels must be found and, with that in mind, we would kindly request that ways be explored of establishing and maintaining respect in the workplace and respect between management and its staff. Staff frequently come to see us to voice their displeasure with the lack of respect in the workplace and this affects not only motivation and performance but can even lead to eventual retention problems.

On the subject of management policies, we are of the view that some organizations are unnecessarily top heavy and this significantly drives up costs for Member States without corresponding enhancements to efficiency and effectiveness. Furthermore, studies reveal that in general staff are happier when working in an organization that has a structure with few or no levels of middle management between staff and executives. Well-trained workers will be more productive when they are more directly involved in the decision-making process, rather than closely supervised by many layers of management. For the above reasons, HLCM may wish to suggest appropriate management/staff ratios which would contribute to improved efficiency in the organizations.

We have reviewed the strategic priority of "Delivering as one" and compared against the results achieved to date. FICSA fully supports the concept of "Delivering as one", especially in field duty stations at the country level. We also see the potential enhancements to efficiency were the organizations to expand the concept to the departments of human resources management at the headquarters of the organizations belonging to the United Nations system.

The ICSC review of the total compensation package for staff in the Professional and higher categories is proving to be a challenging exercise in finding a healthy balance. The last meeting of ICSC Working Group I, held in November 2014, left representatives of both administrations and staff displeased with the exercise. Although we could understand some of the reasons for wanting to do away with two rates of pay (single vs. dependency) and replace those by one rate of pay plus a dependency amount in the form of an allowance, serious problems arose when discussing revised salary scales as proposed by the ICSC secretariat which combined into the proposed scales additional elements such as changes in pay at certain steps, proposed changes to the number of steps at some grades as well as the

frequency in the granting of steps which would no longer correspond to the period of performance being appraised. FICSA is of the view that the General Assembly did not request ICSC to bring the margin to 115 at every grade and step but instead was referring to the overall margin. Moreover, there seemed to be no logical rationale for some of the proposed changes, including suggested changes to the values of the steps.

We are also seriously concerned over proposed changes to the education grant (in particular the boarding element) and the consequential effects that it could have on some parents, especially for single parents or parents who must be mobile at the request of the organization. For parents seeking employment, one of their highest priorities is the education of their children.

As everyone is aware, ICSC is meeting this and next week in New York where these items are under discussion, and I expect to hear of the developments shortly.

Cost-sharing proposal presented by FICSA

The document which has been submitted by FICSA to this session of HLCM contains a proposed cost-sharing formula which would fairly distribute the annual cost of the two FICSA officers (the President and the General Secretary) across all organizations having staff associations/unions which are members of FICSA.

As background information, in 1980, when CCAQ reaffirmed the principle of full-time release from duties for the two officers of FICSA, it also noted that, although larger organizations might be able to absorb the consequences of releasing staff representatives, it might be necessary to envisage some form of cost-sharing arrangement in respect of Federation officials coming from smaller organizations.

At a meeting of CCAQ, in 1985, a cost-sharing arrangement similar to the one currently being proposed was agreed to on an ad hoc, case-by-case basis and subsequently implemented.

At a meeting of the HR Network in July 2008, the CEB secretariat presented a paper on the issue in which three options were proposed. The meeting supported the option in which the releasing organization pays for the term of office, although some of the smaller organizations insisted that it might be difficult for them to release and fund a staff member to serve with FICSA as they had no replacement capacity.

More recently, the Joint Inspection Unit, in its report JIU/REP/2012/10 entitled "Staff-Management relations in the United Nations specialized agencies and common system" wrote in recommendation 8: "The legislative or Governing Bodies of the organizations under review should mandate their Executive Heads to prioritize the development of a burden-sharing formula and agreement with regard to financing all costs associated with the representational function of officials of staff federations that are recognized in the ICSC statutes and rules of procedures."

Although JIU wrote in paragraph 146 of its report that "the current practice should continue until such a new mechanism is in place", the current refusal of WIPO to release one of its staff members to serve as FICSA General Secretary has created a situation in which the current practice is blocked from continuing.

FICSA is therefore proposing the cost-sharing formula as found in the FICSA document dated 10 March 2015, which has been distributed to the HLCM members and is aligned with the JIU recommendation. This proposed burden-sharing formula

to finance costs associated with the two FICSA officers is designed to create a fair distribution of the costs by taking into account the number of staff in each participating organization and distinguishes between staff at headquarters and local staff in the field with lower pay.

Given the current ICSC comprehensive compensation review exercise, it is urgent for the Federation that a solution be found so that FICSA will be able to continue its full participation in this exercise.

We take this opportunity to thank the members of HLCM for having allowed us to present this FICSA proposal and look forward to learning the conclusions of the Committee's deliberations, which we understand will take place tomorrow in your closed session.